



# KISAN PROJECT

ANNUAL WORKPLAN YEAR 4  
OCTOBER 1, 2015 - SEPTEMBER 30, 2016  
CONTRACT NUMBER AID-367-C-13-00004

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## **DISCLAIMER**

The authors' views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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## ACRONYMS

AFSP	Agriculture Food Security Project
AMT	Agriculture Marketing Technician
APS	Annual Program Statement
ASC	Agriculture Service Center
BDS	Business Development Specialist
CBO	Community-Based Organization
CC	Collection Center
CEAPRED	Center for Environmental and Agricultural Policy Research, Extension and Development
COP	KISAN Chief of Party
COR	Contracts Officer Representative
CSISA	Cereal Systems Initiative for South Asia
DADC	District Agriculture Development Committee
DADO	District Agriculture Development Offices
DC	District Coordinators
DDC	District Development Committee
DEPROSC	Development Project Service Center
DIP	Detailed Implementation Plan
FINGO	Financial Intermediary Non-Governmental Organization
FTF	Feed the Future
GATE	Global Agri-Tech Nepal
GESI	Gender Equality and Social Inclusion
GIS	Geographic Information System
GON	Government of Nepal
GUC	Grants under Contract
ICT	Information and Communication Technology
IFPRI	International Food Policy Research Institute
IPM	Integrated Pest Management
IPM-IL	Integrated Pest Management – Innovation Laboratory
IR	Intermediate Result

IT	Irrigation Technician
KISAN	Knowledge-based Integrated Sustainable Agriculture and Nutrition Project
LSP	Local Service Provider
MFI	Micro Finance Institution
MOAD	Ministry of Agriculture Development
MPC	Marketing and Planning Committee
MS	Marketing Supervisor
MUS	Multiple Use of Water Systems
NARC	Nepal Agriculture Research Council
NGO	Non-Governmental Organization
NPAC	National Project Advisory Committee
NRS	Nepali Rupees
PCV	Peace Corps Volunteer
PO	Program Officer
PPP	Public Private Partnership
SACCO	Savings and Credit Cooperative
SQCC	Seed Quality Control Center
STTA	Short-Term Technical Assistance
TOT	Training of Trainers
USAID/Nepal	United States Agency for International Development in Nepal
USG	United States Government
VDC	Village Development Committee
WI	Winrock International

## EXECUTIVE SUMMARY

This workplan reflects the KISAN project's orientation toward a facilitative, private sector-led approach. After two years of intensive training delivery, the project has a cadre of private-sector and community-based change agents in 20 districts supporting actors in the vegetable, maize, rice, and lentil value chains as they develop mutually beneficial plans for sourcing, service delivery, and production leading to increased sales and farmer income (see box).

KISAN's 300 target Village Development Committees (VDCs) span the continuum of farmer development. KISAN farmer beneficiaries range from remote, vulnerable populations, to emerging commercial farmers, to commercial farmers firmly linked to end markets. Our implementation model is designed to graduate farming households from a position of vulnerability to a more resilient and commercial mindset. Working with lead firms – input suppliers, end market processors and traders – the project facilitates sourcing arrangements that include private sector service provision and market responsive smallholder production planning. KISAN activities, leading to each of our five project outcomes, have matured this year to support our exit strategy and leave sustainable win-win relationships between value chain actors by project close.

### **I. Dramatic Increase in Smallholder Market Entry**

With more than 82,000 beneficiaries, 72% of whom are women, KISAN has quickly built a productive farmer base. When the project began in February 2013, only 31% of our farmer sold vegetables; by FY 14, 71% sold to traders, collection centers, and local markets.

To further hone our approach, and ensure evidence-based implementation, the project will build on our recent survey data and conduct focus groups and partner and beneficiary needs assessments. For example, we will explore why certain activities were more successful and how we can adapt our delivery of technical assistance to better meet the needs of specific beneficiary subgroups, such as women and historically disadvantaged, to maximize impact going forward.

With increased commercial activity, opportunities arise to introduce innovative tools that can transform agricultural businesses in our districts. In Year 4, we will develop business cases and activities for cold chain investments for higher value vegetable marketing; inventory storage and credit schemes to increase farmers' cereal margins; and opportunities to firmly link farmers to the animal feed value chain.

To *increase access to inputs* (Outcome 1), this year will see more improved seed on the market channeled through seed companies working in formal agreements with KISAN farmers. We will scale up investments in irrigation technology, installing 500 more schemes to empower thousands of farmers to grow lucrative off-season commodities. Building the capacity of savings and credit groups, cooperatives, microfinance institutions, and vendor credit schemes will scale up access to finance for all value chain actors.

To *enhance the capacity of change agents* (Outcome 2), including farmers, KISAN will tailor agricultural and business advice to farmer groups as they progress at different rates of technology adoption and market linkage. Project staffing will be reduced to reflect our efforts to work through the private sector and community change agents, and our focus on follow-up advisory and

monitoring visits over intensive training delivery. By embedding training and advisory services in buyer-seller relationships we will further privatize the delivery of technical assistance, whenever possible.

To improve agricultural practices and adoption of technology (Outcome 3), project staff and community-based and private sector change agents will focus on honing farmer skills as they continue to fully implement new practices, and expand and/or intensify their areas under cultivation to increase sales volumes. Advisory visits, training, and demonstrations coupled with field days and exposure visits will reinforce new practices and introduce new technologies.

To improve market efficiency (Outcome 4), we will increase the number of farmers firmly linked to buyers who provide a reliable market outlet, and preferably also provide services such as credit and technical assistance to producer groups. Farmers, in turn, will grow to the volume and quality requirements of the firms, traders, and local markets. Where markets are weak, KISAN will strengthen marketing and planning committees to serve as aggregation points for small-scale vegetable producers in more remote areas.

To increase capacity of GON and local organizations (Outcome 5), we will continue to work hand-in-hand with local government officials, provide training as needed, and conduct joint monitoring visits to project activity sites. To scale up private sector led service delivery and product sourcing, KISAN will use its grant funds to buy down risk as lead firms, intermediaries, and service providers test new business models that strengthen value chain relationships and provide reliable market outlets for beneficiary farmers (see examples in box).

## **2. Buying Down Risk through Grants**

- Rice millers or seed companies structuring outgrower schemes to ensure increased volumes of medium fine rice and in return provide inputs on credit and training to farmers to enhance their capacity
- Expansion of agrovet networks
- Mechanization financing
- Multilayered processor – trader – producer group sourcing arrangements

Continued collaboration with other USAID, Government of Nepal (GON), and donor projects, such as the Business Literacy project, Suahaara, Cereal Systems Initiative for South Asia (CSISA), and Integrated Pest Management – Innovation Laboratory (IPM-IL), will allow KISAN to leverage resources and provide beneficiaries a holistic approach to improving their livelihoods.

Our Year 4, FY 16 targets by indicator are in Annex A.

## I. INTRODUCTION

Winrock International (WI) received a contract from the United States Agency for International Development in Nepal (USAID/Nepal) for the Knowledge-based Integrated Sustainable Agriculture and Nutrition (KISAN) Project on February 14, 2013. KISAN is part of the Feed the Future (FTF) Initiative and is the flagship Feed the Future project of USAID/Nepal. The project's overall goal is to sustainably reduce poverty and hunger in Nepal by achieving inclusive growth in the agriculture sector and increasing the incomes of farm families. The project is implemented in collaboration with two Nepali organizations as subcontractors: Development Project Service Center (DEPROSC) and Center for Environmental and Agricultural Policy, Research, Extension and Development (CEAPRED). The KISAN Project has five specific outcomes:

- Outcome 1: Improved access to increased quality inputs for farmers
- Outcome 2: Improved capacity of agriculture extension workers, service providers, and farmers
- Outcome 3: Improved and sustainable agriculture production and post-harvest technologies and practices adopted at the farm level
- Outcome 4: Improved market efficiency
- Outcome 5: Increased capacity of GON and Nepali organizations for agriculture-related technology identification and dissemination

The workplan begins with a high level summary of our plans for FY2016. An overview of the project approach follows, and how the project will achieve the development objective. Activities are organized by Development Objective, Intermediate Results (IRs), and Outcomes to clearly demonstrate how they contribute towards achieving contract objectives. For each activity, the workplan provides a brief description of the activity, benchmarks, required resources, entity responsible, expected time frame, as well as any critical assumptions. The workplan addresses gender equality and social inclusion (GESI) issues and approaches for managing the project to ensure the components are fully integrated. Annex A includes indicator results thus far and targets for FY2016. Annex B includes an activities summary.

### A. OVERVIEW OF KISAN'S APPROACH

#### A.1 IMPLEMENTATION MODEL

***KISAN's market led approach engages with buyers*** - from small-scale aggregators and traders to end market wholesalers or processors - to facilitate linkages with our target farmer beneficiaries in the zone of influence. To build capacity of farming households we prioritize working through buyer-led services, private sector service providers, and community-based expert resources as change agents. KISAN builds their capacity to deliver agricultural inputs, services, and farmer training and technical assistance to ensure a market responsive supply of our target commodities. During initial service delivery, KISAN staff support change agents by modeling training and technical assistance, co-training, or through monitoring and quality control. In more remote and vulnerable VDCs with weak access to markets, KISAN staff and local service providers play a direct role in farmer capacity building in fostering resiliency.

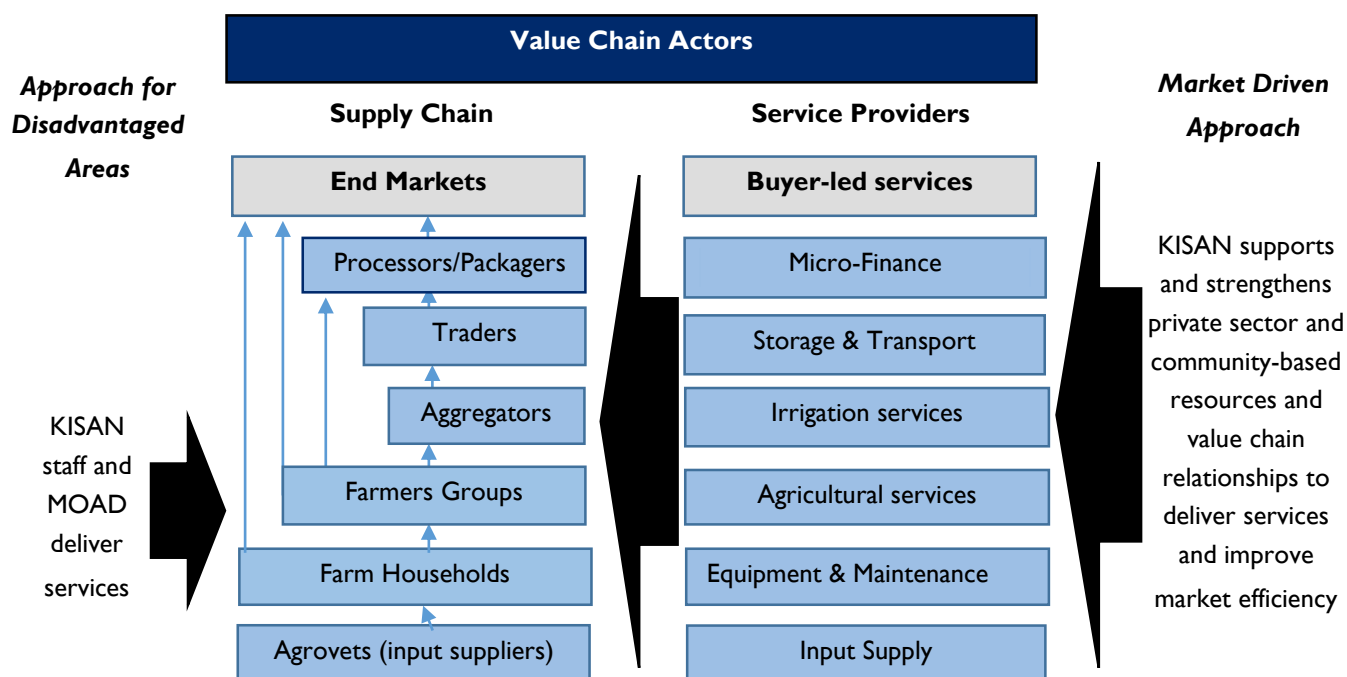


Figure 1. KISAN Value Chain Approach

## A.2 CONTINUUM OF FARMER DEVELOPMENT

**To improve the livelihoods of our target farming households,** KISAN recognizes that existing farmer capacity and market environment varies for farmers in different tiers of agricultural development. In the figure on the next page we illustrate how the project tailors its approach to empower and graduate farming households into more productive, reliable, and lucrative agricultural enterprises (in the figure, evolving from vulnerable to emergent and finally commercial). Our most vulnerable beneficiaries are located in remote VDCs, primarily practicing subsistence agriculture with weak links to market players. Our objective with this tier is to improve their food security, instill a market orientation for opportunistic selling of any surplus production, mitigate risk through crop diversification, and introduce new commodities to support diet diversification. Wherever possible, KISAN nurtures trader contacts and in response trains farmer groups in aggregation techniques to attract market interest and graduate to emerging commercial farmers. In fact, our data shows 34% of KISAN households sold none of our commodities at baseline, while the FY 2014 survey saw that figure drop to 23%. The next group on the continuum - emerging commercial farmers are the majority of KISAN beneficiaries. Here, our private sector change agents implement a suite of activities to increase farm productivity in direct response to market demand, through the increased use of quality inputs, improved agricultural practices and adoption of new technologies, and accessing credit, as needed, to make needed farm investments. KISAN facilitates linkages among farmer groups, service providers, and reliable end markets to build mutually beneficial value chain relationships, transition emergent farmers to commercial farmers. Commercial farmers are firmly linked to markets, often growing for a specific end market firm and receiving inputs, advice and training through private sector service providers. Within each level of farmer development our goal is to increase farmer sales and incomes.

KISAN Approach to Scale-up Market Development			
	Vulnerable farmers	Emerging commercial farmers	Commercial farmers
	<i>Transition phase</i>		
Household profile	Cultivation and consumption of target commodities, but no reported sales	Opportunistic selling of inconsistent surplus, but transitioning to surplus production planning and market linkage	Firmly linked to defined buyers and markets
<u>KISAN activities to reduce dependency and increase resiliency and incomes</u>			
Farm Management	Household planning for consumption and diet diversity	Growing for surplus and ad hoc sales, transitioning to planning market-determined volumes and quality	Farming as a business
Production Practices	Low cost/low risk Good Agricultural Practices (GAPs)	Use of improved inputs and technologies, transitioning to using private sector service providers	Consistent access to high quality inputs and advice
Marketing	Market orientation	Sales through MPCs and ad hoc trading, transitioning to systematic market linkages	Contract farming or multiple possible buyers
Finance	Establish and strengthen savings and credit groups	Access to small loans from SACCOs	Consistent savings and commercial credit relationships

Figure 2. KISAN approach to scale-up market development

**Operationally**, KISAN's staffing structure has evolved over time to reflect the increasing empowerment of non-staff change agents to deliver services. For FY2016, district level staffing has been reduced by nearly 40% and Agricultural Technicians transformed into Agricultural Marketing Technicians to emphasize to staff, partners, and beneficiaries the facilitative role KISAN staff must play and the importance of market responsiveness. In fact, in Rapti cluster in the past quarter, 63% of KISAN activities were implemented or delivered by non-KISAN staff. To increase the focus on a private sector-led model, Carianne deBoer was recently added as the Business Opportunities Director. Carianne and the Business Opportunities staff play a critical role in developing more lead firm contract farming models with embedded service delivery to farmers.

**KISAN is learning** from our implementation experience to date and adjusting our approach as necessary. With the recent annual survey results compiled, detailed analysis can quantify adoption rates of specific technologies, market channels for vegetable and cereal farmers, and access to inputs and credit. To ensure evidence-based implementation, this year KISAN will employ follow up visits, needs assessments, focus groups and additional short surveys to determine "why" certain activities were more successful than others, and how we can adapt our approach to maximize impact. KISAN will use GIS to improve our allocation of resources.

**KISAN examines its results and activity implementation through a gender and social inclusion (GESI) lens.** The project targeted women farmers and female headed households when it identified potential groups in each KISAN VDC, leading to 72% female beneficiaries. Socially excluded groups were targeted during VDC selection, too. Increasing women's access to market and production information, credit, and inputs is fundamental to KISAN activities. In addition to increasing access we also measure changes in family decision making dynamics (see text box). In the coming year, KISAN staff and change agents will continually examine ways to transfer business and agricultural skills and technologies, while accommodating women's busy schedules. As described above, during upcoming focus groups to assess our adoption methodology, we will examine effectiveness of training materials and delivery, including any differences in experiences for subgroups such as women and disadvantaged groups.

<b>3. Changes in Decision Making Dynamics for Farm Plots</b>		
	Baseline	FY14
Male	33 %	18 %
Female	18 %	22 %
Male and Female jointly	48 %	60 %
* From KISAN survey		

**Critical assumptions.** The success of the KISAN project is based on several underlying assumptions:

- The political situation remains relatively stable
- There is economic stability
- Major infrastructure remain intact in Kathmandu and the zone of influence
- GON supports KISAN activities
- Agriculture is not significantly affected by weather, natural disasters or climate change during the life of project.

KISAN will work in Kapilvastu, Argakhachi, Palpa, Gulmi, Pyuthan, Rukum, Rolpa, Banke, Bardia, Dailekh, Jajarkot, Surkhet, Salyan, Dang, Kailali, Kanchanpur, Baitadi, Accham, Doti, and Dadheldhura.

## II. PLANNED ACTIVITIES TO ACHIEVE PROJECT OBJECTIVES

The KISAN project's goal is to sustainably reduce poverty and hunger in the Far West, Midwest, and West regions of Nepal. The project's activity outcomes support USAID Nepal's Development Objective 2 and Feed the Future Intermediate Results. As the results framework below illustrates, our market integrated approach relies on capacity building of key change agents and market actors, who in turn facilitate increased farmer access to markets, productivity enhancing practices and inputs, and local agricultural service providers. Capacity building and coordination with GON stakeholders ensures alignment with local government strategies, priorities and sustainability of project activities.

## KISAN Results Framework

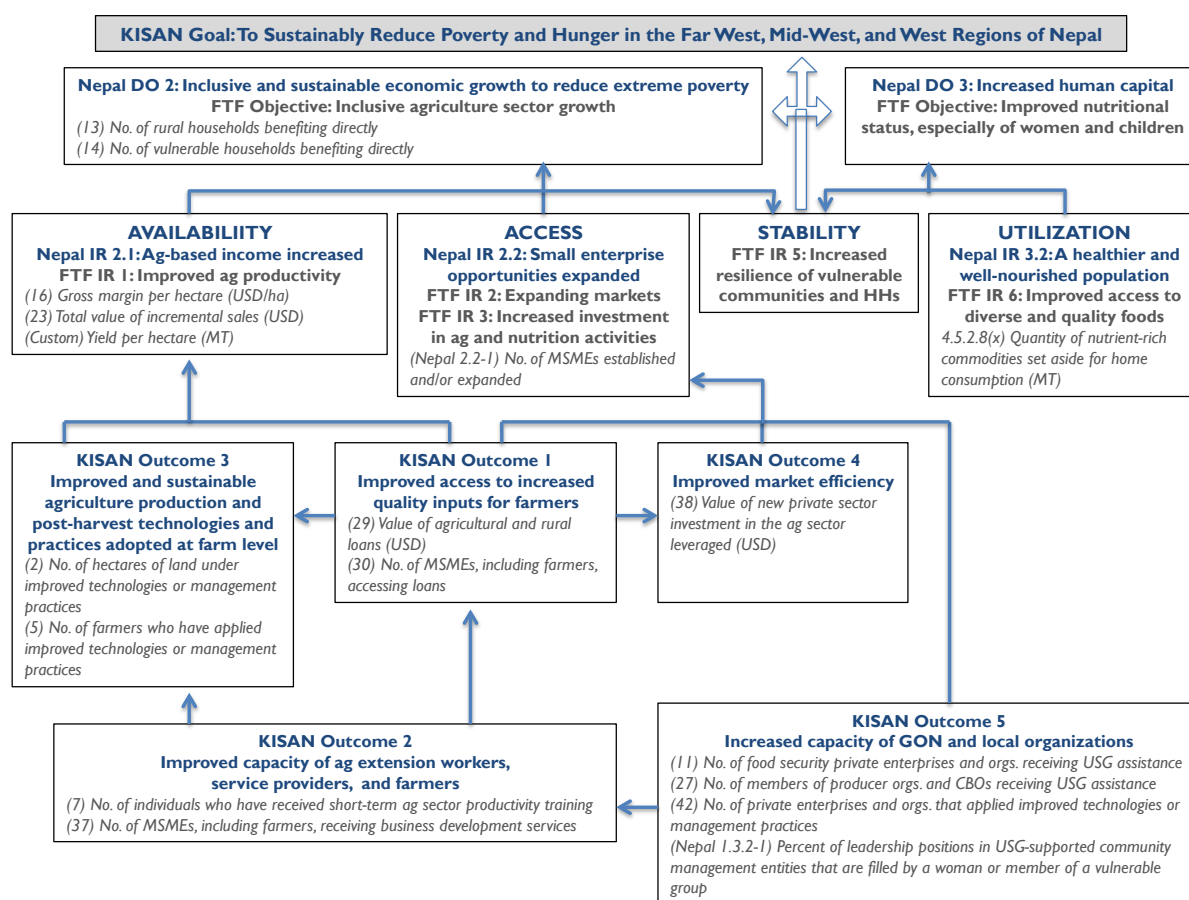


Figure 3. KISAN's Result Framework

### Support for Development Objective 2: Inclusive and sustainable economic growth to reduce extreme poverty and Feed the Future Objective: Inclusive agriculture sector growth

KISAN's implementation approach aims to improve the food security status of vulnerable farmers in remote VDCs. We will address food insecurity by increasing rural people's income and access and availability of food through increased agricultural productivity of four commodities<sup>1</sup>, strengthened linkages to markets, and increasingly efficient value chains.

### IR 2.1: AGRICULTURE-BASED INCOME INCREASED AND FTF IRI: IMPROVED AGRICULTURAL PRODUCTIVITY

Working through private sector and community change agents, KISAN will improve agricultural productivity by:

- Increasing farmers access to improved agricultural inputs, including improved seed, water, and credit

<sup>1</sup> Rice, maize, lentil, and vegetables  
 KISAN PROJECT

- Improving the capacity of change agents, such as private and public sector agricultural extension, value chain service providers, and lead farmers
- Expanding adoption of sustainable agricultural production and post-harvest practices and technologies at the farm level.

*One team approach.* Prime contractor Winrock International and its local subcontractors CEAPRED and DEPROSC all have long-term technical staff on the project, but the staff work together as one entity -- the KISAN project - under the direction of the Chief of Party. In general, staffing assignments break down as follows: CEAPRED employees at the district level; DEPROSC provides the irrigation technicians and microfinance specialists; Winrock employees fill the rest of the roles, including senior staff at the cluster, regional and national level.

## **OUTCOME I: INCREASED ACCESS TO IMPROVED QUALITY INPUTS FOR FARMERS**

The greatest increases in farm productivity stem from the increased use of improved inputs and irrigation, and access to financial services to make timely investments in quality practices and technologies. KISAN will focus on key inputs – seeds, water and credit.

### **Seeds**

#### **Activity 1.1: Increase seed quantities and improve the quality of seed**

KISAN's recent survey found that improved vegetable seed was the most adopted new technology, and one of the most effective determinants of increasing yields and commodity quality. Previously, access to improved cereal crop seeds have primarily come through GON DADO offices, but increasing demand has stimulated a vibrant private sector-led seed production system. In the 2015 monsoon season, KISAN is working with 435 smallholder rice seed producers and 1298 maize seed producers; 1335 producers are linked to seed companies as outgrowers.

This year, KISAN AMTs will link the remaining trained seed producers through formal agreements with new and existing seed company partners. We will only establish new seed production groups based on buyer demand. In these cases, ideally we will collaborate with seed company staff to deliver farmer training based on the firm's requirements. We encourage companies to prioritize engagement with farmer groups during the field preparation stage and then at flowering and harvest/post-harvest to follow up to ensure compliance with good agricultural practices as per specific variety. This has proven successful in reaching the market-desired quality and quantity of seed. We will continue to facilitate buyer-led service provision with KISAN supporting the company and farmers, as needed, to strengthen the buyer-seller relationships and support compliance by both parties of the outgrower agreement.

*Benchmark(s):* 1000 MT of seed produced; 10 seed companies /cooperatives deliver training to farmers

*Resources:* District staff, change agents

*Dates:* Lentil seed production (December 2015 - April 2016); maize seed (May - October 2015); rice seed (June - November 2015)

## **Irrigation**

### **Activity 1.2: Support farmers in establishing irrigation schemes**

With access to irrigation, farmers in the zone of influence can produce off-season vegetable, early maize, and/or two seasons of rice and garner much higher commodity prices. Building on our previous 313 irrigation installations providing access to 5,911 farmers, the project will continue to install or rehabilitate irrigation schemes on a cost-share basis with KISAN beneficiaries in productive zones (see text box for types of irrigation technologies). KISAN irrigation technicians, in collaboration with DADO and Department of

#### **4. KISAN Irrigation Technologies**

- Shallow tube wells
- Lift irrigation
- Canal maintenance/rehabilitation
- HDPE pipe irrigation
- Drip irrigation
- Sprinkler irrigation
- Plastic pond
- Water harvest tank
- Multi-use water system in hills

Irrigation officials, will evaluate potential sites based on need, productivity potential, technical feasibility, cost share by community, low degree of potential conflict, and scale of impact. AMTs coach irrigation groups on approaching GON entities (DADO or VDC) to leverage funds as part of the group's cost share. Irrigation technicians will train irrigation groups in repair and maintenance and conflict mitigation. AMTs will instruct on agricultural techniques to maximize productivity with the new technology and integrate non-KISAN irrigation beneficiaries to adopt improved practices to improve their livelihoods, too.

*Benchmark(s):* 500 irrigation schemes established

*Resources:* Irrigation technicians, irrigation engineer, Agriculture Marketing Technicians (AMTs), procurement of irrigation equipment

*Dates:* On-going throughout the year

## **Finance**

### **Activity 1.3: Assessment of finance needs – farmers, agrovets, and other beneficiaries**

To better inform all our activities, KISAN needs a deeper understanding of our beneficiaries' appetite for credit. In a recent survey undertaken by KISAN, only 3% of respondents indicated that lack of finance was a major constraint to increase yield and household income. Yet microfinance organizations, including savings and credit cooperatives tell us that demand is strong - sufficiently strong that additional wholesale funding is required to satisfy demand. We hear that many rural households perceive a stigma related to "needing" credit, and this may have affected survey results. Through focus groups in both vulnerable and market-linked communities we will determine the degree of constraint that access to finance presents to farmers, agrovets and other service providers. We will inquire how exactly beneficiaries use credit, and get a clearer picture of all the channels they use to acquire credit. This will inform our finance related activities, as well as the pace with which we can expect beneficiary investment in higher cost/high return technologies.

*Benchmark(s):* Assessment completed

*Resources:* Consultant

*Dates:* Q1

#### **Activity 1.4: Strengthen savings and credit group activity**

Since it began, KISAN has promoted and strengthened savings and credit activities in almost all our farmer groups, particularly in more remote and vulnerable communities. This group function provides microcredit for small-scale farm investments and promotes saving to cushion vulnerable farmers from shocks. District level AMTs will receive a tutorial on savings group management to better support their follow-up efforts to strengthen savings and credit group management.

*Benchmark(s):* Capacity building of 2000 groups

*Resources:* AMTs and CSCs

*Dates:* Focus groups in Q2, capacity building is on-going throughout the year

#### **Activity 1.5: Build capacity of cooperatives serving KISAN production areas**

Many of our beneficiary farmers access some credit through their respective cooperatives and/or SACCOs, but according to conversations with SACCOs, demand outstrips supply. Insufficient access to wholesale lending to SACCOs and weak financial management skills within cooperatives restrict expansion of credit services. Where opportunities exist to expand cooperative credit in our target VDCs and to our beneficiaries, we will provide needs-based training in accounting, business plan development, and organizational strengthening. Where necessary, we will coach SACCOs through the PEARLS approach, which measures the key areas of credit union operations: Protection, Effective financial structure, Asset quality, Rates of return and costs, and Liquidity and Signs of growth. In addition, we will facilitate exposure visits to strong examples of cooperative management and expansion of financial services. To increase the volume of loan capital at the local level, KISAN staff will coach cooperatives through the application process to wholesale lenders, such as Rural Self Reliance Fund (RDRF), Rural Microfinance Development Center (RMDC), Small Farmer Development Bank (SKBBL), and commercial banks.

*Benchmark(s):* 40 cooperatives that are linked to KISAN beneficiaries are trained or capacity built; 4 exposure visits

*Resources:* Credit and Savings Coordinators (CSCs)

*Dates:* On-going throughout the year

#### **Activity 1.6: Improve linkages of financial sector institutions with KISAN beneficiaries and partners**

Some very effective vegetable production technologies, such as plastic tunnels and drip irrigation, often require credit to realize larger scale adoption rates. To systematically link more beneficiaries to existing credit institutions, KISAN will map cooperatives and MFIs in or convenient to KISAN's productive pockets of beneficiaries. After facilitating district level meetings among financial institutions, farmer group leaders, agriculture entrepreneurs and agrovets, KISAN microfinance staff will aid MFIs in designing new, responsive loan products to address beneficiary constraints.

We will explore inventory credit schemes for warehoused cereals to increase cereal farmer profit margins, whereby farmers store their grain in a financial institution's or miller's warehouse to garner a better post-harvest price. Credit can be extended based on the grain as collateral. Our upcoming

agrovet survey (described in Activity 2.1) will also inform MFIs on opportunities for product development. KISAN staff will aid agrovet in expanding their input supply credit schemes to benefit more farmers and establish new agrovet linkages to wholesale credit.

*Benchmark(s):* 5 MFIs / SACCOs linked to beneficiaries; Inventory storage and credit feasibility study

*Resources:* Credit and Savings Coordinators (CSCs)

*Dates:* On-going through the year

### **Activity 1.7: Pilot agriculture insurance**

Given the reliance on rain-fed agriculture and unreliable timing of seasonal rains, The GON and Nepal's private sector are exploring options for crop insurance. In concert with insurance companies, other financial institutions, Insurance Board, GON officials, and farm representative, KISAN will develop a business case for incorporating insurance in crop budgets for our target commodities.

*Benchmark(s):* Business case completed

*Resources:* DEPROSC staff

*Dates:* Q2

## **OUTCOME 2: IMPROVED CAPACITY OF AGRICULTURAL EXTENSION WORKERS, SERVICE PROVIDERS, AGRIBUSINESS ENTREPRENEURS, AND FARMERS**

As the project enters FY 2016, KISAN change agents and staff have already trained 82,500 farmer beneficiaries through a combination of at least six productivity trainings, demonstration plots, field days and exposure visits. This year to reach new farmers and to provide follow up training to existing farmers, KISAN will prioritize working through private sector actors – end market buyers, traders, agrovet, and other service providers, and rely on KISAN staff as monitors, coaches and quality control agents whenever possible. They will serve as direct trainers more often in remote VDCs with weak or infrequent market linkages.

### **Activity 2.1: Conduct training of trainers for change agents**

Building farming household resilience to climatic and economic shocks, and strengthening value chain linkages among farmers, service providers and buyers requires a multi-faceted sequence of activities. KISAN empowers change agents to facilitate market linkages, demonstrate new practices and technologies, conduct field days, and build business capacity. To stimulate behavior change in agricultural practices, KISAN's 800+ change agents (see box) must be adept at both training and providing ad hoc diagnostic and advisory services during follow up and monitoring visits. (Capacity building of GON extension workers is described in Outcome 5.)

#### **5. KISAN change agents**

- Commercial agribusinesses (buyers, traders, processors and their agents)
- Agrovet
- Local service providers
- GON extension workers
- Lead farmers

As part of our effort to expand market linkages for smallholder farmers, KISAN staff will facilitate farmer outgrower schemes with lead firms, primarily processors and traders. This is described below in Outcome 4. As part of these arrangements, KISAN will seek to engage lead firm staff as change agents to ensure production is in line with buyer requirements. Lead firm activities can include establishing local demonstration plots, and coaching or providing direct training and technical assistance to outgrower farmers. Training of trainers for such staff or initial co-training of producers with AMT assistance are both options.

As agrovets are also an important intervention point to stimulate changes in practices and adoption of new technologies, they will be a key partner for KISAN this year. In Q1, we will conduct a needs assessment of agrovets to determine required general follow-up training, such as business planning, marketing, and management of demonstration plots, and specific technical assistance required to empower agrovets to expand farmer access to improved inputs and practices. For example, many agrovets begin by selling veterinary supplies. They have marketing and business skills, but may lack knowledge of cropping practices – we will expand their agricultural expertise and link them to potential farmer clients in the zone of influence. Additionally, to further promote use of improved inputs, KISAN will continue to support agrovets to complete the GON certification for Pesticide Retailer Training and Seed Retailer Training, as well as business planning.

To deepen other change agent capacity KISAN will conduct refresher training for local service providers in facilitating market linkages, training and demonstration plot capacity building for local service providers, and business development skills for agriculture entrepreneurs. We will support a cadre of local service providers in obtaining their CTEVT Level I Skill Testing certificate, which will further establish trust between farmers and reinforce the value of service provider advice.

*Benchmark(s):* Agrovets needs assessment; 160 agrovets receive capacity building training, 60 agrovets trained in GON pesticide certification training; 100 LSPs certified in CTEVT training; 240 change agents receive refresher training/new skill development in TOTs;.

*Resources:* Cluster managers, training manager, outcome managers, District staff; travel for change agents; consultant for agrovets needs assessment

*Dates:* Q1-Q2

## **Activity 2.2: Train farmers in target districts**

As evidenced in our recent survey, gross margins, incremental sales, and yields of KISAN beneficiaries increased as a result of project productivity and market linkage activities. Yet, farmers are still learning and have not realized their full potential. To solidify and refine farmer capacity, KISAN change agents will conduct at least four visits per farmer group this year, to conduct two trainings and two monitoring and follow-up visits. Coordination with the USAID Business Literacy program will result in 50,000 KISAN beneficiaries receiving basic business literacy and numeracy skills and training, including how to track income and expenses for their farms.

As adoption rates vary, KISAN follow-up productivity enhancing activities must be adapted to the needs of farmers at different levels of development and market access. During our AMT's first farmer group visit of Q1, needs assessments will be conducted to determine areas for improvement and address any challenges encountered during previous production cycles related to productivity,

access to inputs, or market linkages. This will allow tailoring of follow up assistance, focusing on refresher training, coaching through specific practices, or introducing more advanced techniques to further ramp up productivity and expansion of land under cultivation. Potential training topics are described under Outcome 3. As with the laminated “Top Tips” handouts for rice and maize co-designed with CSISA, additional training materials covering specific topics may be developed for KISAN beneficiaries. . Commodity-specific vegetable guidance is included in a KISAN-produced book used by change agents and distributed to each farmer groups as a resource.

Training delivery to farmers will be tracked by change agents:

- Private sector (agroveter, cooperative, processor, company, trader) as an embedded service
- Private sector as a consultant
- Local service providers or lead farmers
- GON extension workers
- KISAN staff.

In remote VDCs with infrequent market contact, KISAN AMTs and local service providers will conduct trainings, provide technical assistance, and perform monitoring and follow-up visits.

*Benchmark(s):* 83,500 farmers trained

*Resources:* AMTs, change agents

*Dates:* On-going throughout the year

### **Activity 2.3: Register farmer groups**

Of KISAN’s 4000 farmer groups, more than 25% are already registered with GON DADOs. Registration facilitates access to GON services and funding and is a pre-requisite for eventual transformation into a business entity. During Year 4, KISAN AMTs will assist 500 additional groups to complete the registration process.

*Benchmark(s):* 500 groups registered

*Resources:* AMTs

*Dates:* On-going throughout year

### OUTCOME 3: IMPROVED SUSTAINABLE AGRICULTURE PRODUCTION AND POST-HARVEST PRACTICES AND TECHNOLOGIES ADOPTED AT THE FARM LEVEL

To meet the market demand for increased volumes and improved quality of cereals and vegetables, farmers must adopt improved practices and technologies to increase sales and achieve economies of scale to improve their gross margins. On average KISAN farmers adopted 2.5 new technologies as a result of project activities. KISAN change agents and AMT staff will build on the solid foundation of agricultural skills and market linkages established to date. This year, the project will focus on maximizing results from newly adopted technologies, as well as increasing adoption of multiple practices. While training will take place as described in Outcome 2, equally as important are substantive follow-up visits during which field diagnostics will help farmers hone their skills and align production practices with market requirements for a defined buyer.

#### Activity 3.1: Assess effectiveness of KISAN's adoption promotion approach

With approximately two seasons of productivity training and technical assistance completed for more than 80,000 farmers, KISAN will first assess the effectiveness of our approach to promoting adoption of improved practices and technologies. We currently employ multiple channels for promoting behavior change at the farm level, including trainings (which can be delivered by private sector agents, GON extension workers, local service providers, agrovet, or KISAN staff), demonstrations, field days, and exposure visits to successful beneficiaries. All of this is coupled with monitoring visits and follow-up advisory sessions. Adoption rates and increases in gross margin have been very positive thus far, but with this assessment - via beneficiary and service provider interviews - we can delve into motivation and barrier analysis to achieve sustainable behavior change for specific subgroups, such as women farmers. This information will identify specific interventions to scale up and areas to modify to maximize impact and ensure evidence-based implementation.

*Benchmark(s):* Assessment completed

*Resources:* Consultant and associated travel

*Dates:* Q1

#### 6. Demonstrating a Dramatic Change

Demonstration plots are established with agrovet, other private sector buyers/service providers or lead farmers near the KISAN farmer group's fields and on well-travelled routes for maximum viewing. New practices are established next to a farmer's traditional practices, to demonstrate the dramatic improvement in yield and quality due to the new practice or technologies. During ad hoc viewing with lead farmer present or during well-attended public field days at critical cultivation points (sowing, weeding or harvesting), the agrovet or lead farmer explains the new practice and why it improves plant performance.

When multiple technologies are being demonstrated, the agrovet explains the potential differences in results by only adopting one or two of the technologies. For example, 1) new seed with planting in rows; versus 2) a medium-change: perhaps seeds plus weeding and fertilizer; and 3) higher cost: full package of recommended practices and technologies including weeding, herbicide, pesticide, precision planting, and irrigation. In each case, a "wow factor" or impressive change is required to convince farmers to change their well-established behavior.

### Activity 3.2: Establish demonstrations

KISAN and our partners have demonstrated multiple new agricultural practices or technologies since project inception. For vegetable production, farmer beneficiaries adopted line sowing of improved seed, timely weeding, and use of manure (see adoption rate

7. Increased Adoption of Improved Practices – Vegetable		
Agricultural Practices and Technologies	Baseline	FY 2014
Soil solarization	6%	40%
Raised bed farming	14%	64%
Adopting improved seed variety	47%	83%
Integrated Pest Management (IPM) practices	2%	36%
Judicial use of fungicide / pesticides	5%	44%
Use of jholmol (liquid manure and bio-pesticide)	4%	55%

changes in textbox). For cereal crop production, use of improved seed and improved post-harvest handling were adopted by the most farmers. For example, in the Rampur area of Palpa District, farming households have transformed from net importers of vegetables, to net exporters! Yet, in many places, much work remains to increase land under cultivation using improved practices and technologies, improve commodity quality, and solidify gains in yields and gross margin per hectare. As described above, KISAN's approach promotes demonstrations conducted by private sector actors, such as processors, traders, or agrovets, where it makes commercial sense and strengthens value chain relationships. Other KISAN-supported demonstrations conducted by local service providers or lead farmers will complement our private sector led efforts. Our approach to demonstrations is described in text box above.

Our choice of the technologies and agricultural practices promoted is dictated by market requirements, farmer interest, and greatest potential for increasing gross margins (see list in text box). For example, many farmers are interested in plastic tunnels for vegetable production due to the dramatic increases in yields, quality, and ability to get produce to market early or later for a higher price. This year KISAN will work through agrovets (and MFIs for financing) to further disseminate this technology. Meanwhile, investments in labor intensive line sowing or weeding of lentil has declined given the disastrous rain fall patterns of the last couple of years - to counter this KISAN will focus on timing of sowing, promoting late sowing - in the Terai approximately the 3<sup>rd</sup> week of November and calculations of the cost/benefit of applying commonly available and affordable herbicides to reduce weeding labor.

**Table 1: KISAN Promoted Improved Practices and Technologies**

Land and plant preparation	Cultivation	Water management
<ul style="list-style-type: none"> <li>• Soil solarization</li> <li>• Raised/low bed nursery</li> <li>• Polypot / polybag, tray nursery</li> <li>• Mulching (Nursery Management)</li> <li>• Raised bed farming</li> <li>• Use of micronutrients and lime</li> </ul>	<ul style="list-style-type: none"> <li>• Improved and quality seed</li> <li>• Direct seeding by using machine</li> <li>• Use of drought and flood tolerant seed variety</li> <li>• Use of plastic house/tunnel</li> <li>• Staking</li> <li>• Mulching</li> <li>• Integrated Pest Management</li> <li>• Use of jholmol</li> <li>• Proper spraying techniques/safety</li> <li>• Use of bio-fertilizer</li> <li>• Judicial use of fungicide / insecticide</li> </ul>	<ul style="list-style-type: none"> <li>• Shallow tube well</li> <li>• Lift Irrigation</li> <li>• Canal</li> <li>• Drip irrigation</li> <li>• Sprinkler</li> <li>• Water harvest tank (such as Thai Jar, Ferro Cement tank, Stone masonry tank etc.)</li> <li>• Plastic pond</li> </ul>
Post-harvest handling	Business	
<ul style="list-style-type: none"> <li>• Use of Seed bin / Metal bin</li> <li>• Use of super grain bag</li> <li>• Use of plastic crate</li> </ul>	<ul style="list-style-type: none"> <li>• Record production and marketing cost in logbook</li> </ul>	

Other demonstrations include improved nursery practices, use of super bags for improved postharvest handling for seed production, and improved varieties of rice, maize, and lentil seed, in response to demand from millers and buyers and to mitigate the effects of climate change. At sites where technology adoption has occurred, but farmers are still falling short of potential yields and gross margins, demonstrations will focus on refining agricultural practices and use of technology - with each adjustment tied to increases in incremental sales and income. Examples of refinement is reinforcing the importance of staking tomato plants to improve yield and quality and utilizing access to irrigation to get products to market early or late to maximize margins. We will also pilot the use of quick soil test kits through agrovets to better inform farmers of soil deficits and provide guidance on appropriate use of inputs, especially where expansion of land use is planned.

In remote and vulnerable VDCs, low cost/high return practices will be emphasized and crop diversity to mitigate risk and diversify dietary options.

### 8. Seeing is Believing

In Kanchanpur, KISAN staff led two rice millers, Kedar Agro Industry and Pathak Khadya Udhog, on an exposure visit to project rice producers. They were so impressed, KISAN is now working to facilitate a significant outgrower scheme involving up to 200 KISAN farmer groups, 12 traders, and both rice mills.

*Benchmark(s):* 1500 demonstrations

*Resources:* District staff, change agents, demonstration supplies

*Dates:* Seasonal

### **Activity 3.3: Conduct field days and exposure visits**

Demonstration plots stimulate interest and demand for new practices and technologies, and scheduled field days provide the details and learning opportunity to spur adoption.

Buyer agents, local service providers, agrovets, and/or lead farmers describe the differences in land preparation, cultivation, harvest or post-harvest techniques; what he or she did, why it improved the yield or quality, and where to access any new inputs or equipment. Exposure visits are less common and conducted when lead farmers must travel further away to attend a field day, perhaps farmers from Rolpa District traveling to Dang to view the impact of mechanization options. See textbox for another example.

*Benchmark(s):* 200 field days; 100 lead farmers or agrovets take exposure visits to lead firms

*Resources:* District staff – DC, APO, BDS, AMT, change agents, GON

*Dates:* Seasonal

### **Activity 3.4: Develop and disseminate media messages about improved technologies**

For more widespread dissemination of improved practices, in collaboration with MOAD KISAN supported the development and broadcast of extension messages and price information via community radio. Feedback from the field indicates the extension messages have value; the price information less so. KISAN will continue-extension related broadcasts in collaboration with DADOs.

In our continual effort to maximize adoption rates and increase gross margins, KISAN will pilot digital extension via low-cost videos in partnership with the private sector. For example, a mechanized equipment vendor could sponsor a video clip of its demonstration site which could be shown by extension agents on the phone or tablet during regular interactions with farmer groups. To better disseminate information on the dramatic effects of safe pesticide use, larger licensed agrovets could ensure extension workers are delivering accurate information to stimulate demand for their products.

*Benchmark(s):* Video pilot implemented

*Resources:* Business Opportunities Director

*Dates:* Q2

### **Activity 3.5: Promote agriculture mechanization**

To further scale up adoption of competitive agricultural practices, KISAN will continue to collaborate with CSISA to demonstrate small-scale mechanization equipment for successful farmer groups firmly linked to markets. KISAN will also promote agribusiness entrepreneurs in developing business plans to use mechanization as a service to sell to farmers or to rent out equipment. In previous demonstrations, farmers have shown keen interest in push row seeders. We will work with MFIs and SACCOs to link interested beneficiaries with finance to scale up their adoption. Highly

effective, yet more expensive mechanical devices which can greatly enhance productivity and postharvest handling include seed drills for DSR rice cultivation, maize shellers to produce higher quality maize for the feed industry, and two-wheel tractor attachments, for reaping, threshing and seeding.

*Benchmark(s):* 100 push row seeder demonstrations, TBD demonstrations with CSISA

*Resources:* District staff, demonstration supplies

*Dates:* Q2-Q3

## **IR 2.2: SMALL ENTERPRISE OPPORTUNITIES EXPANDED, FTF IR 2: EXPANDING MARKETS, AND FTF IR 3: INCREASED INVESTMENT IN AGRICULTURE AND NUTRITION ACTIVITIES**

KISAN's engagement with the private sector includes large processors, small and medium size rice and maize millers, wholesale traders, and multiple micro and small enterprise agricultural service providers. As our efforts to develop markets proceeds, new opportunities for market actors arise. Enterprise capacity building is the key focus of Outcomes 4 and 5.

### **OUTCOME 4: IMPROVED MARKET EFFICIENCY**

KISAN's success ultimately relies on sustainable market linkages for the vast majority of our farmer beneficiaries. Developing win-win commercial relationships within the value chain is our goal. To this end, KISAN will coach our highly productive farmer base on how to attract and pursue market opportunities, while we also assist lead intermediary and end market firms to develop sustainable business models that firmly link members of the supply chain.

#### **Activity 4.1: Develop market related business cases**

KISAN activities are designed to reflect market demands, whether it is the commodity supported or the agricultural technology that is demonstrated. As we examine new market opportunities this year, KISAN will develop the business case for linking our maize farmers to the feed industry, explore the cost-benefit of spring maize production where irrigation exists. We will also make the business case for continued USAID investment in lentil production, and assess the rationale for supporting cold chains for the vegetable value chain. For example, five years ago in Dang district, feed mills sourced 5% of its maize from Nepali farmers (as opposed to importing); today they purchase 25% locally. In Kailali District, two new feed mills – Navin Dana Udyog and Vibek Feed Industry -- were recently constructed. Both originally planned to source 90% of their maize from India and 10% from Eastern Nepal, but both are interested in expanding their local sourcing program based on potential volumes, quality and price. KISAN will explore ways to scale up this trend. Where the business case proves strong for competitive smallholder production in our target VDCs, the project will design appropriate market linkage activities that include buyer led service provision wherever possible, to ensure access to necessary inputs and the transfer of required agricultural practices and technologies.

*Benchmark(s):* Three business cases completed

*Resources:* Consultants and associated travel costs

*Dates:* Q1–Q2

## Activity 4.2: Strengthen market linkages

The majority of vegetable and cereal sales take place through traders at farm gate. As a result, farmers often face low margins during harvest season and buyers and processors complain about the low volumes of higher quality commodities. KISAN's objective is to link our farmers to buyers, traders and service providers in a predictable and reliable relationships that merit increased on-farm investment for higher sales and greater returns.

### *Buyer-producer deals*

To facilitate structured purchasing programs KISAN staff follow a three-step process:

- 1) Using our registry of private sector actors, we will engage with cereal processors and traders, seed companies, and vegetable traders to determine interest and make the business case for sourcing from KISAN districts and VDCs within their catchment area, and elicit buyer requirements for variety, quality, and volumes.
- 2) District level staff will escort the company sourcing staff on field visits to meet the farmers and observe their fields and production techniques.
- 3) If interest remains with both parties, KISAN staff will facilitate meetings between buyers and sellers so they can discuss transaction options ("deals"). Models of more formal contract farming can be described, and KISAN will ensure farmer groups understand all terms of any agreement, but project staff do not negotiate, draft or sign transactional agreements.

### **9. Agrovat Growing His Business**

Adhikari Agrovat, located in Urahari VDC of Dang District, quadrupled his sales and more than doubled his customers this year. He attributes his success to Agrovat training he received, increased demand for quality inputs from KISAN trained farmers and his outreach to farmers, including training and ad-hoc advice.

Our aim is to connect parties only, but as formal sourcing arrangements are relatively new to most parties, to buy down the risk KISAN may support either the buyer/lead firm or sellers to support the arrangement. We might also assist the lead firm with planning or a training of trainers to empower their sourcing agents to serve as farmer trainers or coaches to ensure firm commodity requirements are met in production and post-harvest handling. In some cases, during the first season of an arrangement, KISAN AMTs may assist with the production coaching. In these cases, an MOU is drafted between KISAN and the lead firm to detail any agreed-upon assistance. In any scenario, KISAN AMTs will monitor compliance with the terms of the agreement to ensure the first transaction is as successful as possible. Opportunities to use grants to stimulate scale up of market linkages are discussed under Outcome 5.

### *Engaging with traders and wholesale markets*

Traders will be integrated into contract farming arrangements with large processors, where they serve as sourcing agents for the lead firm. Separately, BDSs will connect larger traders with productive vegetable groups and Marketing and Planning Committee aggregators during exposure visits to begin dialogue, with the goal of formalizing sourcing agreements and exploring options for credit and service delivery by traders. Generally, vegetable traders will agree to a scheduled pick up if there are "2 tons [of commodity] and a road," so opportunities exist for more structured trade. KISAN will also link successful groups to nearby wholesale markets directly, such as Kohalpur in

Banke, Attariya in Kailali, Mahendranagar in Kanchanpur, Birendranagar in Surkhet, and to sourcing agents from Butwal market in Rupandehi u.

#### *Linking other value chain actors*

In addition to end market linkages, KISAN focuses on strengthening linkages among the value chain actors, such as farmer-service provider or service provider-processor. By linking MFIs and SACCOs to farmers, or farmers to agrovets, or aggregators to farmers, value chains function more efficiently. KISAN will foster these linkages during input/output meetings where District staff invite all parties to gather and discuss production planning: market requirements for quality and volume, needed inputs, financing needs, and plan the timing of production.

#### *Inclusive market linkages*

In remote VDCs focused on food security - with rare sales outside local markets - KISAN educates farmer groups to instill a market orientation. For entrepreneurial farmer groups with access to a secondary road, KISAN District staff engage with vegetable traders to determine minimal volumes required for a pickup and link the nascent farmer group with the trader to determine production planning. For vegetables, aggregating perishable goods through a Marketing and Planning Committee (MPC) may prove the best option, and begin the farmers' graduation from vulnerable to emergent farmers (MPCs are described in Activity 4.5).

*Benchmark(s):* 40 private sector meetings per quarter at District level; 40 per year at Cluster level; 100 traders and private sector actors take exposure visits to farmer groups or MPCs

*Resources:* Regional, cluster and district staff

*Dates:* On going throughout the year

### **Activity 4.3: Improve market information systems**

Many smallholder farmers are “price takers” with few options to negotiate on price among competing traders or firms. However, by disseminating local price information at nearby markets, farmer groups who aggregate their goods through bulking or through a marketing and planning committee (MPC) can sometimes garner a better price. For example, in Dang, some farmers now check commodity prices in three markets within delivery distance and deliver their goods to the market with the best price. In the coming year, the project will explore opportunities to piggyback on mobile phone information programming and evaluate the cost-effectiveness, practicality, and sustainability of integrating extension messages and price information into an SMS platform.

*Benchmark(s):* Position paper on the viability of digital extension messages and/or price information

*Resources:* Consultant; Business Opportunities Director

*Dates:* Q2

### **Activity 4.4: Strengthen Marketing and Planning Committees (MPCs)**

Where vegetable production volumes are low and trader traffic is less, KISAN established or strengthened 124 Marketing and Planning Committees (MPCs) to aggregate perishable goods, establish market linkages with increased volumes and negotiate sales. The committee received a

small management commission for the logistics. In many cases, MPCs are a transitional step. As farmer capacity to scale up production in response to market demand increases many farmers formerly linked to MPCs graduate to direct sales to local markets and traders. During this transitional stage, successful implementation of the MPC model requires capacity building in management of logistics, price negotiation, production and marketing planning, and financial management. During the coming year, KISAN will assess the MPC model to determine the ideal market environment, minimum throughput required, and the effectiveness of previous capacity building efforts. This will permit the project to focus its resources appropriately in determining optimal MPC location, lifespan, and necessary capacity building assistance and options for privatization. In Banke, Bardiya, Gulmi, and Palpa, KISAN has formed, or is working with, MPC apex bodies to develop market linkages with greater volumes and serve as an advocacy organization for the vegetable farmers in the area. This model will also be assessed.

Based on the assessment, viable MPCs will receive follow-up training depending on the needs assessments in e.g. postharvest handling, bookkeeping and will participate in production planning and marketing facilitation exercises. KISAN staff will initially facilitate pre-season input-output coordination meetings to bring together traders and other buyers, agrovets and lead farmers with the MPC chairperson to discuss next year's plan – market need, farmer input needs, and timing. The coordination meetings continue independently for each season. Follow-up visits will monitor progress, and small-scale material support in the form of vegetable crates and stationery will be provided as needed. Exposure visits by potential buyers to MPCs and their production sites will further stimulate market linkages. MPC coordination with local DADOs and VDCs will leverage funds for aggregation infrastructure.

*Benchmark(s):* Assessment completed; 250 MPC representatives trained

*Resources:* Outcome 4 manager, BDSs

*Dates:* On-going throughout the year

## **OUTCOME 5: INCREASED CAPACITY OF GON AND LOCAL ORGANIZATIONS**

KISAN cannot achieve its ambitious objectives of sustainably increasing sales and incomes of 100,000 smallholder farmers without the leadership of key private sector firms and support of GON MOAD and other line agencies. KISAN will build the capacity of these key stakeholders to buy down the risk of lead firms as they test new sourcing and embedded service delivery business models and to reach the most vulnerable of KISAN beneficiaries.

### **Activity 5.1: Build capacity of grantee local organizations**

Private-sector buyers, input suppliers, processors, and service providers are eager to increase sales and increase the reliability and quality of agricultural production. However, with few exceptions value chain efficiencies and trust between actors are weak. KISAN staff at the national, regional, cluster, and district level play an important role in facilitating market efficiencies, as described in Outcome 4. While trust and more binding commercial relationships are established, at times KISAN will use its grants fund to buy down private-sector risk to test new business models or expand outreach. An example of a current grantee is Nimbus, a large company with an agro-chemical input

branch, which is setting up an improved distribution network through branded agro-input dealers with products available on credit. This will provide reliable access to quality services (information, advice, and inputs) from its dealers for more than 5000 farmers.

(Examples of pending grant applications are described in the text box.)

#### **10. Illustrative Grant Applications Serve as Models for a Private Sector-led Approach**

- To ensure sufficient quantities of quality fine rice and lentil, a miller will develop an outgrower scheme. Installation of a new grading machine will permit scale up of purchases. Intermediate traders will be incorporated into the arrangement, who will provide extension services for farmers to demonstrate optimal use of fertilizer, improved nursery management, production, and postharvest handling practices. Required inputs will be provided to farmers on credit.
- To increase availability of quality rice, maize, and lentil seed, a seed company will expand its outgrower scheme, build capacity of its staff to deliver farmer training in productivity and quality control, and postharvest handling. Improved seed processing equipment will permit a scale up of purchasing from smallholder farmers.
- To improve the market outlets for improved rice and vegetable seed, another seed company will develop a seed production outgrower scheme, with firm-managed demonstrations, extension services, and mechanized rice transplanters for lease.
- To increase adoption of mechanized agriculture and extend credit to smallholder farmers, a financial institution and a mechanized equipment dealer will collaborate in Banke and Bardiya. The MFI will expand its service area and provide new financial products aimed at longer-term financing for farm equipment. The mechanization firm will promote variety of small-scale machines, such as seed drills, jab planters, mini-harvesters, reapers, and in maize shelling machines. The firm will train 500 farmers and 30 change agents. More than 50 local mechanics will also be trained to make repairs.

In each case, KISAN staff will oversee grant compliance and suitability and quality of training. BDSs will examine lead firm internal systems including financial management efficiency analysis, and outgrower scheme designs.

The project's cluster and district level staff will play an important role in identifying key leverage points where the private sector can expand their operations and increase the sales and gross margins of our target beneficiaries. Where potential impact exists, KISAN staff will first encourage initial project-firm collaboration to facilitate development of a business model inclusive of buyer led service delivery to smallholder farmers. Where a buying down of risk is required, KISAN staff will explain the grant application procedures and coach the firm through necessary steps. Once awards are made, KISAN BDSs and other members of the Business Opportunities team will build capacity of grantee local organizations, monitor compliance with grant operational guidelines and achievement of deliverables, and identify unexpected constraints. Many grants will include resources or activities to strengthen enterprise capacity, such as upgraded accounting systems and extension management systems.

**Benchmark(s):** \$700,000 in grants awarded; 10,000 new farmer beneficiaries

**Resources:** Grant funds; Business opportunities unit staff, Cluster and District staff for monitoring

**Dates:** On-going throughout the year

### Activity 5.2: Build capacity of GON extension workers

DADOs and GON extension workers have numerous responsibilities in providing services and implementing government programs, which can, at times, constrain their participation in all KISAN activities. However, extension workers are invited to KISAN trainings, workshops, and VDC and district-wide meetings. They participate when possible and, together with KISAN staff, jointly conduct monitoring visits to implementation sites. Collaboration with MOAD offices is described in Section IV. Capacity building of extension staff will continue in the coming year and to better target limited GON resources, KISAN will map all GON Agricultural Service Centers (ASCs) in our 20 districts with an emphasis on linking remote and vulnerable VDC's to GON service providers and resources. In addition, GON extension workers and technical specialists work with KISAN by delivering targeted trainings to our beneficiaries - sometimes twinned with KISAN technical experts, or independently with KISAN support.

*Benchmark(s):* 40 GON extension workers trained

*Resources:* Cluster staff, travel expenses

*Dates:* Q1, Q3

## III. GRANTS UNDER CONTRACT

The grants program will be led by the technical commodity chain activities to provide embedded services to farmers through services, trainings and demonstrations. Grants will be given primarily to private sector entities and cooperatives. Most of the grants will be cash based, but they may also include Technical Assistance (TA) and/or in-kind grants. This section describes primarily the administrative activities that will be conducted to support the grants. During Y4, KISAN expects to award approximately \$700,000 in grants (as it is expected that \$500,000 will awarded in Y3), leading to a cumulative total of \$1.2 million in awards by September 30, 2016. Grants are expected to be provided to entities within the following categories.

**Table 2. Expected grants categories and activities**

Entity of Commodity	Possible Grantee	Activity	Additional Support
Seed production	Seed company Agrovets Ag-coop	Capacity building of the extension system, improvement of seed outgrowers system; inputs on credit; training and demonstrations on improved seed production; post-harvesting; storage, etc.; branding of the product.	Business planning & marketing; capacity building of the grantee; monitoring implementation and improve when needed
Agriculture Input Supply	Agrovets Irrigation Mechanization	Improved distribution network; training & demonstrations related to inputs (e.g. small tools, small irrigation, agri-mechanization, IPM, Safe use of chemicals, Plastic tunnels, etc.);	Business planning & marketing; capacity building of the grantee; monitoring implementation and improve when needed

**Table 2. Expected grants categories and activities**

Entity of Commodity	Possible Grantee	Activity	Additional Support
		access to finance; ICT usage (low cost videos, etc.); service development (lease services, plant clinics, soil testing, etc.); promotion and branding..	
Processing	Feed mill Miller Wholesaler	Capacity building of the extension system; improvement of outgrowers system, Training to farmers about improved crop production, Post-harvest, Storage, Processing, etc. Training to company staff on grading, packaging, storing, selling etc.	Business planning & marketing; capacity building of the grantee; monitoring implementation and improve when needed
Other general service providers	ICT companies	Development of SMS information system	Business planning & marketing; capacity building of the grantee; monitoring implementation and improve when needed

**Activity GUC.1 Provide pre-application orientations to potential grantees.** KISAN will identify targeted private sector actors and build their capacity through developing business plans to include embedded services as a way to increase revenue and profit and access to credit to finance future investments in these services. At that time, the GUC staff will provide guidance on telephone or face to face meeting to interested and interesting parties how to apply for and manage a grant.

*Benchmark(s):* 20 private sector actors trained on applying for grants

*Resources:* BDS staff time

*Dates:* Ongoing

**Activity GUC.2 Review concepts; request proposals.** Valid concept papers will be reviewed and evaluated by KISAN reviewers. Organizations that submit concept papers that meet minimum criteria, align with our objectives, and offer the best value will be asked to submit full proposals. Full proposals will be sent for approval as per the GUC Manual.

*Benchmark(s):* 15 proposals submitted

*Resources:* Grants team time

*Dates:* Ongoing

**Activity GUC.3 Award grants and provide post award training.** Upon approvals, KISAN will provide post award training to ensure that grantees comply with the required policies regarding financial management, monitoring, and activity implementation.

*Benchmark(s):* 10 proposals awarded

*Resources:* Grants team time

*Dates:* Approximately \$700,000 awarded by March 30, 2016 (in total \$1,200,000 will be awarded by March 30, 2016, inclusive of Y3 awards).

**Activity GUC.4 Monitor and evaluate grants.** KISAN will require each grantee to provide training to their appropriate staff to report on and monitor its activities and impact. In addition, the Grants team will also monitor the grantees to ensure the program is on track and moving forward. KISAN will occasionally monitor financial and programmatic ways as per the grants manual.

*Benchmark(s):* Grants monitored

*Resources:* BDS and GUC team staff

*Dates:* From grant kick off to close out (Ongoing)

## **IV. COORDINATION AND LEVERAGING**

### **Activity CI.1: Coordination with Government of Nepal**

To achieve our project goals and ensure sustainability, KISAN staff collaborate and coordinate with MOAD and local GON officers. KISAN activities support the government of Nepal's national strategies and objectives and joint activity monitoring visits ensure transparency and identification of opportunities for further collaboration. KISAN will also work with central, regional, district, and VDC-level government offices to leverage government resources for project activities. This will involve participation in district-level collaborative platforms such as the DADC, as well as VDC-level coordination to improve production and market linkages of the KISAN crop categories.

This coordination is expected to leverage government resources for achieving the project objectives and for enabling improved agricultural productivity and sustainability in the target VDCs and districts. The primary vehicle for central level coordination is the National Project Advisory Committee (NPAC) under the chairmanship of the Joint Secretary, Foreign Aid Coordination and Policy, MOAD (Ministry of Agriculture Development). The NPAC is common to USAID's KISAN, PAHAL and SABAL projects.

**CLI.1 Central and regional level coordination** including formal and informal interactions/activities at National Project Advisory Committee (NPAC) and Regional Agriculture Directorates (RAD), such as meetings and joint monitoring visits.

**CLI.2 District level coordination** including formal and informal interactions at District Agriculture Development Committee (DADC) and District Agriculture Development Offices (DADO).

**CLI.3 VDC level coordination** including formal and informal coordination with high potential co-funding VDCs in our 20 target districts.

*Benchmark(s):* NPAC meetings; participation in DADC meeting (organizing/sponsoring up to 2 DADC meetings per district upon the request of DADO); participation in VDC Block

Grant-related meetings; government resources mobilized; joint activities conducted; leveraging session at AMT orientation trainings; and district activities/amounts leveraged.

*Resources:* Time of COP, Cluster Managers, district-based staff, and central and regional staff as required.

*Dates:* Ongoing throughout the year. VDC-level coordination activities to correlate with VDC Grant timeline of December to February.

## **Activity CL.2: Coordination with USG and USAID projects in project districts.**

KISAN will coordinate and collaborate with other USG and USAID projects in project districts to strengthen commercialized agriculture in common beneficiary groups and refer beneficiaries to other projects' services, such as SUAHAARA nutrition activities. Coordination may involve sharing KISAN training materials and making connections to private sector actors, or activity implementation at field level. KISAN will participate in USG/USAID created platforms/events, such as the Seed Summit conducted in September 2015, GESI meetings, and coordination meetings with other USAID projects implemented in the Mid- and Far-Western Regions. KISAN will also conduct periodic meetings with the identified projects to ensure synergy, close coordination, and roll out of improved technologies.

### **CL2.1 Feed the Future projects**

- *Business Literacy project.*
- *CSISA*
- *IPM-IL*

### **CL2.2 Other USAID/USG projects, including:**

- *PAHAL/SABAL*
- *Peace Corps Volunteers*
- *Suahaara.*
- *Sajhedhari Bikas.*
- *Farmer to Farmer*

*Benchmark(s):* Collaborative activities to strengthen commercialized agriculture in common beneficiary groups; exposure visits to partner project sites to identify technologies for farmers to adopt; dissemination of identified technologies in KISAN households; and sharing of information essential for partner projects to work in KISAN VDCs, such as households with 1000 day mothers, and KISAN data about how much and what of the agriculture products they grow are being consumed within beneficiary households.

*Resources:* Time of COP and Manager level staff at the national level, cluster and district staff at the district levels.

*Dates:* Ongoing throughout the year.

**Activity CL.3: Central and district-level stakeholder coordination with the private sector; federation of Nepalese chamber of commerce and industries and their arms; and other development initiatives**

KISAN will work with various partners to synchronize KISAN's activities with the private sector actors in the KISAN value chains, and other projects in the working districts for maximum technology diffusion. KISAN will also approach quasi-government bodies such as the Federation of Nepalese Chamber of Commerce and Industries (FNCCI) and Agro Enterprise Center (AEC) where applicable. KISAN will strengthen key value chain actors to increase efficiencies and increase opportunities for expanded commercial agriculture.

If opportunities arise, activities will include joint program planning and implementation to leverage resources, and activity reviews with existing partners. This is expected to identify and help beneficiaries access funds from other projects and the private sector to leverage knowledge gained from KISAN activities.

**Activity CL.3.1 General district-level stakeholder coordination for activity planning and review.** To foster opportunities for collaboration, potential partners will be briefed on work plan activities, and project work plans will be exchanged to facilitate opportunities to leverage investments and coordinate activities with common beneficiaries.

**CL3.2 Collaborations to leverage district and VDC-level resources.** District Coordinators will identify key private sector actors and approach them to establish working relationships with KISAN beneficiary farmers and service providers. Activities include formal and informal interactions. More detail is described in activity narratives, particularly 4.2 above.

**Activity CL.3.3 Activity reviews and planning with collaborating partners.** KISAN will conduct bi-annual regional level review meetings with existing partners and collaborators. Individual review meetings will take place at partner/KISAN offices to assess ongoing activities and to plan new ones.

*Benchmark(s):* Coordination meetings in all 20 districts; district stakeholder mapping; leveraged activities; technologies diffused/adopted by non-KISAN communities; non-government linkages/partnerships along KISAN commodity chains.

*Resources:* Central, regional and district KISAN staff time as required.

*Dates:* Ongoing throughout the year.

## **V. MONITORING AND EVALUATION (M&E)**

M&E activities focus on two key objectives: 1) fulfilling USAID/Nepal and FTF data requirements and reporting on progress; and 2) providing feedback to project staff, partners, and beneficiaries to facilitate learning and adaptive management. The project mid-term evaluation will be conducted by a third party contracted by USAID/Nepal.

**Monitoring and learning resources:** M&E resources will be expanded in FY 16 and job descriptions and processes will be revised to reflect a deeper investigation into project results. The core M&E Team includes:

- Kathmandu (Central): the M&E Director<sup>2</sup>, M&E Manager, GIS/Data Quality Assessment (DQA) Expert, MS Access Database Consultant and M&E Consultant<sup>3</sup>.
- Field: the Regional M&E Manager, four M&E Officers, and 20 District M&E Associates cum Accountants (replacing interns).

**Activity M&E.1 Maintain web-based interactive monitoring and evaluation database (WIKISAN) and update as needed.** WIKISAN consolidates most output indicator data, decentralizes data entry to the district level, and allows managers to easily access data to track progress. It also supports data quality assurance (DQA) activities and geo-enabled performance reporting. It is modified as needed to: a) respond to USAID requests for new indicators or disaggregation, and b) correct data issues by debugging and incorporating new tools for data cleaning. System to track key activities being carried by Grantees will be included in WIKISAN.

*Benchmark(s):* WIKISAN system maintained

*Resources:* GIS Specialist, M&E Manager, MY SQL Database Specialist (Consultant) and Developer (Consultant), MS Access Database Specialist (Consultant)

*Dates:* Ongoing

**Activity M&E.2 Add Modules to WIKISAN.** WIKISAN will receive a significant update to track key activities being carried by Grantees. The update will require inputs from the Business Opportunities Team, Grants Team and Agriculture Director's Team. In addition, the asset creation tracking forms will be updated to include irrigation details.

*Benchmark(s):* Additional modules developed in WIKISAN and implemented

*Resources:* COP, M&E Director, GIS DQA Expert, M&E Manager, MY SQL Database Specialist (Consultant) and Developer (Consultant), MS Access Database Specialist (Consultant), Business Opportunities Team, Grants Team, Agriculture Director's Team

*Dates:* September 2015 – January 2016; and ongoing

**Activity M&E.3 Update data collection forms to align with indicators in M&E Plan.** All data collection forms will be reviewed and revised as needed to ensure alignment with the agreed indicators and disaggregation requirements. Forms will also be pre-tested.

*Benchmark(s):* Forms revised as needed

*Resources:* M&E Manager, M&E Regional Manager, GIS DQA Expert, M&E Consultant, M&E Director, M&E Cluster Officer, District Staff

*Dates:* August - November 2015

**Activity M&E.4 Design, produce, and disseminate Farm Logbooks and Entrepreneur Certificates.** KISAN-supported farmers have been encouraged to keep logbooks since farmer mobilization activities began. The M&E Team estimates that approximately 25 percent maintain a

<sup>2</sup> Recruitment of the M&E Director is on-going. In the meantime, the Operations Director is serving as interim M&E Director.

<sup>3</sup> A senior international M&E Consultant who Winrock has on retainer to provide technical assistance at the request of KISAN.

logbook. The project will increase support to farmers related to recordkeeping. KISAN worked with the Business Literacy project in FY 2015 to incorporate information related to farming as a business into their Entrepreneurship Module, which will be delivered to over 50,000 KISAN beneficiary households. KISAN AMTs will follow up with farmers on the use of logbooks during field visits to encourage adoption.

*Benchmark(s):* Logbooks kept by 35% of beneficiaries, as determined by FY 2016 survey

*Resources:* The M&E Manager and Training Manager, DC for checking records and Certificate Distribution

*Dates:* September/October 2015

**Activity M&E.5 Hire new M&E staff.** WI will recruit M&E Director by early October 2015. The M&E Team will hire staff to fill the following new positions: 4 Cluster M&E Officers. Intern numbers will be reduced and will be replaced with M&E Associate cum Accountant.

*Benchmark(s):* M&E positions filled with qualified staff

*Resources:* COP, Operations Director, M&E Manager, Admin and HR Manager, Regional M&E Manager, and District Coordinators, (M&E Director)

*Dates:* October/November 2015

**Activity M&E.6 Training on data collection, entry, and quality analysis.** The M&E Team will train project staff on data collection forms, farm logbooks, geo-referencing tools (GPS and Google Earth), data entry into WIKISAN, data quality assurance, and backup documentation requirements. A TOT will be used, overseen by the Central M&E Team based in Kathmandu. Training will be provided as soon as possible after hiring or partnering. Refresher courses will be provided as needed based on data quality issues identified through the DQA process (such as spot checks and database queries).

*Benchmark(s):* New project staff members, partners, and farmers are trained in a timely manner and receive refresher training as needed

*Resources:* The M&E Manager and GIS/DQA Expert/Regional M&E Manager will training Cluster M&E Officers (x4), who in turn will train District Coordinators, Project Officers, District M&E Associates cum accountants, Agricultural Marketing Technicians, LSPs, and Savings and Loan Cooperatives Coordinator/MFI Officers.

*Dates:* Ongoing

**Activity M&E.7 Routine monitoring and data collection for feedback.** Project and partner staff involved in mobilizing and training farmers will collect baseline information from farmers using the initial intake form. Thereafter, those involved in providing technical assistance will record information on a group basis, using a paper checklist form.

*Benchmark(s):* Monitoring data assessed and findings incorporated into Performance Reports and Work Plans as an important source of feedback and learning.

*Resources:* Central M&E Team, Regional M&E Manager, and Cluster M&E Officers. M&E Associate cum Accountant for WIKISAN related data entry.

*Dates:* Monthly and Quarterly

**Activity M&E.8 Spot checks and Data Quality Analysis (DQA).** DQA is conducted at multiple levels. In the field offices, Agriculture Program Officers (APOs), Business Development Specialists (BDSs), and District Coordinators (DCs) review and approve completed data collection forms for accuracy. The central M&E Team, Regional M&E Manager, and Cluster M&E Supervisors will conduct spot checks through field visits and database queries for DQA and verification.

*Benchmark(s):* Project data and backup documentation is complete, accurate, and otherwise evaluation and audit-ready

*Resources:* Field based managers, coordinators and officers and M&E staff

*Dates:* Ongoing

**Activity M&E.9 Geo-enabled data maintained.** USAID/Nepal requires KISAN to geo-reference the following project data: working VDCs, collection centers, irrigation schemes, organizations, and Local Service Providers. KISAN plans to expand data points and mapping in FY2016 to include government service centers and other key data that will improve the targeting of project resources. WIKISAN data will be imported to a GIS database and will be disaggregated at VDC and district levels. In turn, the GIS database will be used to generate maps for project reports and to respond to ad hoc requests from USAID/Nepal.

*Benchmark(s):* Data in GIS database is complete and updated on a quarterly basis, and as needed to respond to ad hoc requests from USAID/Nepal or KISAN managers

*Resources:* GIS/DQA Expert/Regional M&E Officer, M&E Cluster Officers, District Field Staff

*Dates:* Ongoing

**Activity M&E.10 Data entered into USAID's FTFMS and TraiNet databases.** The GIS/DQA Expert will enter results data into FTFMS on an annual basis and training related data into TraiNet on a quarterly basis.

*Benchmark(s):* Specifications for WIKISAN, disaggregated reports, tools for data cleaning (as required by USAID)

*Resources:* GIS/DQA Expert/Regional M&E Officer

*Dates:* January 30, April 30, July 30, and October 30 (TraiNet) and October 30 each year (FTFMS).

**Activity M&E.11 Analysis of FY15 survey data.** The survey of FY 2015 will be completed by September of 2015. The data will be analyzed and reports will be generated to incorporate it into FY 2015 annual report and FTFMS.

*Benchmark(s):* FY15 data available for Annual Report and FTFMS

*Resources:* Central M&E Team, MS Access Database Consultant, M&E Consultant, and Local Survey Firm's database expert

*Dates:* October 2015 for data analysis, and reporting in Annual Report.

**Activity M&E.12 Survey for FY 2016 results.** After refining the survey design and forms developed for the FY15 survey, the M&E Team will oversee a survey to collect FY16 results data. A local firm will be subcontracted to perform survey and develop database for data entry. The FY16 Survey Report will be submitted to COR for review prior to updating the FTFMS and finalizing the Annual Report. A farmer level survey is also planned in March 2016.

*Benchmark(s):* FY15 data available for Annual Report and FTFMS

*Resources:* Central M&E Team, MS Access Database Consultant, M&E Consultant, and Local Survey Firm (subcontractor); tablets

*Dates:* December, March, June, August

**Activity by Third Party: Mid-Term Performance Evaluation.** In accordance with USAID Evaluation Policy, USAID/Nepal will contract an M&E firm to conduct a mid-term performance evaluation. This activity is included in KISAN's Work Plan to flag potential dates for the project team and COR.

*Benchmark(s):* KISAN or Nepal FTF Portfolio Mid-Term Evaluation

*Resources:* Third Party M&E Firm, KISAN Staff Time

*Suggested Dates:* Starts 3<sup>rd</sup> week of September- October 2015

## **VI. OPERATIONAL, ADMINISTRATIVE, AND FINANCIAL ACTIVITIES**

**Activity OP.1 Submit key deliverables to USAID/Nepal.** During Y4, Winrock will produce and submit deliverables as such as the quarter performance reports and an annual report.

*Benchmark(s):* Approved deliverables

*Resources:* Staff and partner time to develop the documents; Home Office Coordinator travel; Requires USAID approval

*Dates:* Annual Report October 30, 2015; Quarterly Performance Reports January 31, 2016, April 30, 2016, July 31, 2016; Annual Work Plan August 31, 2016

**Activity OP.2 Implement Branding and Marking Plan.** Winrock and its subcontractors will adhere to the branding policy as provided to USAID.

*Benchmark(s):* Correct USAID project branding

*Resources:* Communication and administration staff, District Coordinators

*Dates:* Ongoing

**Activity OP.3 Staff recruitment and training.** KISAN's adjusted approach will require additional and new skills. KISAN will be recruiting and training staff to accomplish the objectives in the next 24 months.

*Benchmark(s):* Staff hired

*Resources:* Variety of KISAN staff for developing SOWs, hiring

*Dates:* Ongoing

**Activity OP.4 KISAN Review and Planning Workshops.** KISAN will conduct a mid-year review workshop in April, followed by a planning workshop in August 2016. District Coordinators and or Officers from all districts as well as regional and central office staff will participate in these workshops. The April workshop will review of grants, commodity chain activities and will allow staff to sharing lessons learned and engage in teambuilding.

*Benchmark(s):* Review and planning workshop conducted; work plan produced

*Resources:* Staff time, travel cost, international consultant time

*Dates:* April, August and September 2016

**Activity OP.5 KISAN Procurement Plan.** Minimal procurement is expected in Year 4.

*Benchmark(s):* Equipment procured

*Resources:* HR and Admin Team, Finance Team

*Dates:* Oct/Nov 2015

**Activity OP.6 District Office Management.** District office management will be done subcontractor – CEAPRED and a district office management transfer completion report will be submitted to KISAN.

*Benchmark(s):* District office management transfer completion report

*Resources:* Regional Team, Cluster Team, District Coordinators, CEAPRED Program Director, WI Admin and Finance Team, CEAPRED Admin and Finance Team

*Dates:* Oct/Nov 2015

## VII. ANNEXES

### ANNEX A. TARGETS BY INDICATOR

**Table 3. KISAN Targets by Indicator**

No.	Indicators and Targets	Baseline	FY14 Actual	FY15 Target	FY16 Target	FY17 Target	LOP
DO2	Inclusive and Sustainable Economic Growth to Reduce Extreme Poverty						
4.5.2(13)	Number of rural households benefitting		33,902	82,000	92,000	81,800	100,000
4.5.2(14)	Number of vulnerable households benefitting		25,987	55,597	62,396	55,624	76,653
IR 2.1	Agriculture-Based Income Increased						
4.5(16)*	Gross margin per hectare of selected product (\$)						
	Maize	488	573	579	585	590	590
	Pulses (Lentil)	327	387	391	395	399	399
	Rice	506	653	660	666	673	673
	Bitter Gourd	2,822	4,323	4,366	4,410	4,454	4,454
	Cabbage	2,276	2,985	3,014	3,045	3,075	3,075
	Cauliflower	3,682	4,029	4,069	4,110	4,151	4,151
	Cucumber	3,961	3,855	3,893	3,932	3,971	3,971
	Tomatoes	3,969	4,590	4,636	4,682	4,729	4,729
4.5.2(23)*	Value of incremental sales (farm-level) (\$)	n/a	3,176,952	9,352,782	12,089,210	12,227,838	36,846,782
	Maize	n/a	395,204	1,055,141	1,220,422	1,35,696	2,806,463
	Pulses (Lentil)	n/a	-19,895	246,325	488,647	559,112	1,274,189
	Rice	n/a	-63,202	191,201	760,548	1,334,173	2,222,720
	Vegetables (12)	n/a	2,864,845	7,860,115	9,619,593	10,198,857	30,543,410
Nepal custom	Yield per hectare of selected product (MT/ha)						
	Maize	2.28	2.74	2.88	3.03	3.18	3.18
	Pulses (Lentil)	0.6	0.41	0.63	0.66	0.7	0.7
	Rice	3.49	3.46	3.56	3.73	3.92	3.92
	Bitter Gourd	8.62	13.28	13.94	14.64	15.37	15.37
	Cabbage	15.65	20.09	21.09	22.15	23.25	23.25
	Cauliflower	13.07	16.12	16.93	17.78	18.67	18.67
	Cucumber	13.87	17.92	18.82	19.76	20.74	20.74
	Tomatoes	14.43	18.41	19.33	20.3	21.31	21.31

**Table 3. KISAN Targets by Indicator**

No.	Indicators and Targets	Baseline	FY14 Actual	FY15 Target	FY16 Target	FY17 Target	LOP
No.	Indicators and Targets	Baseline	FY14 Actual	FY15	FY16	FY17	LOP
Outcome 1	Farmers receive improved and increased agricultural inputs						
4.5.2(29)*	Value of agricultural and rural loans (\$)	667,615	958,179	1,973,732	2,265,025	2,124,324	7,321,261
4.5.2(30)	Number of MSMEs, including farmers, receiving USG assistance to access loans (\$)	4,931	6,748	17,822	21,955	21,513	26,300
Outcome 2	Improved capacity of agriculture extension workers, service providers, and farmers						
4.5.2(7)	Number of individuals who have received USG supported short-term agricultural sector productivity or food security training		34,348	82,510	92,500	82,305	100,610
4.5.2(37)*	Number of MSMEs, including farmers, receiving business development services			82,611	92,624	82,437	100,637
Outcome 3	Improved and sustainable agriculture production and post-harvest technologies and practices adopted at farm level						
4.5.2(2)*	Number of hectares of land under improved technologies or management practices	23,563	7,566	61,274	66,954	57,038	192,831
4.5.2(5)*	Number of farmers and others who have applied improved technologies or management practices	32,597	30,944	75,006	84,138	74,833	91,446
IR 2.2	Small Enterprise Opportunities Expanded						
Np 2.2-1	Number of MSMEs established and/or expanded			611	624	637	637
Outcome 4	Improved market efficiency						

**Table 3. KISAN Targets by Indicator**

No.	Indicators and Targets	Baseline	FY14 Actual	FY15 Target	FY16 Target	FY17 Target	LOP
4.5.2(38)*	Value of new private sector investment in the agriculture sector or food chain leveraged	0	706,831	777,514	855,266	940,792	3,280,404
Outcome 5	Increased capacity of GON and local organizations						
4.5.2(11)	Number of food security private enterprises (for profit) and organizations assisted		1,913	4,451	4,714	4,517	4,727
4.5.2(27)	Number of members of producer organizations and CBOs assisted		33,902	82,060	92,075	81,890	100,090
4.5.2(42)*	Number of private enterprises and organizations that applied improved technologies or management practices		1,717	3,561	3,771	3,614	3,785
No.	Indicators and Targets	Baseline	FY14 Actual	FY15	FY16	FY17	LOP
Nepal 1.3.2-1	Percent of leadership positions in USG-supported community management entities that are filled by a woman or member of a vulnerable group (cross-cutting)	TBD	n/a	n/a	2,180	2,190	2,190
DO3	Increased Human Capital						
IR 3.2	A Healthier and Well-Nourished Population						
4.5.2.8(x)	Quantity of nutrient-rich commodities set aside for home consumption						
	Cauliflower (Mt)	1,471	1,231	2,977	3,341	2,970	10,519
	Cabbage (Mt)	1,233	886	2,143	2,404	2,138	7,571
	Bitter gourd (Mt)	504	583	1,410	1,582	1,407	4,982
	Okra (Mt)	456	476	1,151	1,292	1,149	4,068

## ANNEX B. ACTIVITIES TABLE

<b>Table 4. Activities Table</b>		
<b>Activities</b>	<b>Responsible party</b>	<b>Benchmarks</b>
<b>Outcome 1: Increased Access to Improved Quality Inputs</b>		
1.1 : Increase seed quantities and improve the quality of seed	District staff, change agents	1000 MT of seed produced; 10 seed companies/ cooperatives deliver training to farmers
1.2 Support farmers in establishing irrigation schemes	ITs, irrigation engineer, AMTs	500 irrigation sites established
1.3 Assessment of finance needs	Consultant	Assessment completed
1.4 Strengthen savings and credit schemes within farmer groups	CSCs, AMTs	Capacity building of 2000 groups
1.5 Build capacity of cooperatives	CSCs	40 cooperatives trained and linked to KISAN beneficiaries; 4 exposure visits
1.6 Improved linkages of financial sector institutions with KISAN beneficiaries, partners	CSCs	5 MFIs / SACCOs linked to beneficiaries; Inventory storage and credit feasibility study
1.7 Pilot agriculture insurance	DEPROSC staff	Business case completed
<b>Outcome 2: Improved Capacity of Agricultural Extension Workers, Service Providers, Agribusiness Entrepreneurs, and Farmers</b>		
2.1 Conduct training of trainers to change agents	Cluster managers, training manager, outcome managers, District staff; travel for change agents; consultant for agrovet needs assessment	Agrovet needs assessment completed; Training: 60 agrovet – pesticide certification 160 agrovet – capacity building 100 LSP's certified in CTEVT 240 other change agents
2.2 Train farmers	AMTs, change agents	83,500 farmers trained
2.3 Register farmer groups	AMTs	500 groups registered
<b>Outcome 3: Improved Sustainable Agriculture Production and Service Practices and Technologies Adopted at Farm Level</b>		
3.1 Assess the effectiveness of KISAN's adoption promotion	Consultant	Assessment completed
3.2 Establish demonstrations	District staff, change agents, demonstration supplies	1500 demonstrations established
3.3 Conduct field days and exposure visits	District staff – DC, APO, BDS, AMT, change agents, GON	200 field days; 100 lead farmers or agrovet take exposure visits to lead firms
3.4 Develop and disseminate media messages about improved technologies	Business Opportunities Director	Video pilot implemented
3.5 Promote agricultural	District staff,	100 push row seeder

**Table 4. Activities Table**

<b>Activities</b>	<b>Responsible party</b>	<b>Benchmarks</b>
mechanization	demonstration supplies	demonstrations, TBD demonstrations with CSISA
<b>Outcome 4: Improved Market Efficiency</b>		
4.1 Develop market related business cases	Consultants	3 Business cases completed
4.2 Strengthen market linkages	Regional, cluster, and district staff	40 private-sector meetings per quarter; 40 meetings per year at Cluster level; 100 traders and private sector take exposure visits to farmer groups or MPC
4.3 Improve market information systems	Consultant; Business Opportunities Director	Position paper on the viability of digital extension messages and/or price information
4.4 Strengthen marketing and planning committees (MPCs)	Outcome 4 manager, BDSs	Assessment completed; 250 MPC representatives trained
<b>Outcome 5: Increased Capacity of GON and Local Organizations</b>		
5.1 Build capacity of granting local organizations	Business opportunities unit staff, cluster and district staff	\$700,000 in grants awarded; 10,000 farmer beneficiaries
5.2 Build capacity of GON extension workers	Cluster staff	40 GON extension workers trained
<b>Grants Under Contract</b>		
Activity GUC.1 Provide pre-application orientations to potential grantees	Winrock BDS staff	20 private sector actors trained on applying for grants
Activity GUC.2 Review concepts; request proposals	Grants team	15 proposals submitted
Activity GUC.3 Award grants and provide post award training	Grants team	10 proposals awarded
Activity GUC.4 Monitor and evaluate grants	Winrock, BDS and GUC team staff	Grants monitored
<b>Coordination and Leveraging</b>		
Activity Cl.1: Coordination with Government of Nepal	COP, Cluster Managers, district-based staff, and central and regional staff as required.	NPAC meetings; participation in DADC meeting (organizing/sponsoring up to 2 DADC meetings per district upon the request of DADO); participation in VDC Block Grant-related meetings; government resources mobilized; joint activities conducted; leveraging session at AMT orientation trainings; and district activities/amounts leveraged

**Table 4. Activities Table**

<b>Activities</b>	<b>Responsible party</b>	<b>Benchmarks</b>
Activity CL.2: Coordination with USG and USAID projects in project districts	COP and Manager level staff at the national level, cluster and district staff at the district levels.	Collaborative activities to strengthen commercialized agriculture in common beneficiary groups; exposure visits to partner project sites to identify technologies for farmers to adopt; dissemination of identified technologies in KISAN households; and sharing of information essential for partner projects to work in KISAN VDCs, such as households with 1000 day mothers, and KISAN data about how much and what of the agriculture products they grow are being consumed within beneficiary households
Activity CL.3: Central and district-level stakeholder coordination with the private sector; federation of Nepalese chamber of commerce and industries and their arms; and other development initiatives	Central, regional and district KISAN staff	Coordination meetings in all 20 districts; district stakeholder mapping; leveraged activities; technologies diffused/adopted by non-KISAN communities; non-government linkages/partnerships along KISAN commodity chains
<b>Monitoring and Evaluation (M&amp;E)</b>		
Activity M&E.1 Maintain web-based interactive monitoring and evaluation database (WIKISAN) and update as needed	GIS Specialist, M&E Manager, MY SQL Database Specialist (Consultant) and Developer (Consultant), MS Access Database Specialist (Consultant)	WIKISAN system maintained
Activity M&E.2 Add Modules to WIKISAN	COP, M&E Director, GIS DQA Expert, M&E Manager, MY SQL Database Specialist (Consultant) and Developer (Consultant), MS Access Database Specialist (Consultant), Business Opportunities Team, Grants Team, Agriculture Director's Team	Additional modules developed in WIKISAN and implemented
Activity M&E.3 Update data collection forms to align with indicators in M&E Plan	M&E Manager, M&E Regional Manager, GIS DQA Expert, M&E	Forms revised as needed

**Table 4. Activities Table**

<b>Activities</b>	<b>Responsible party</b>	<b>Benchmarks</b>
	Consultant, M&E Director, M&E Cluster Officer, District Staff	
Activity M&E.4 Design, produce, and disseminate Farm Logbooks and Entrepreneur Certificates	M&E Manager and Training Manager, DC	Logbooks kept by 35% of beneficiaries, as determined by FY 2016 survey
Activity M&E.5 Hire new M&E staff	COP, Operations Director, M&E Manager, Admin and HR Manager, Regional M&E Manager, and District Coordinators, (M&E Director)	M&E positions filled with qualified staff
Activity M&E.6 Training on data collection, entry, and quality analysis	M&E Manager and GIS/DQA Expert/Regional M&E Manager, Cluster M&E Officers (x4)	New project staff members, partners, and farmers are trained in a timely manner and receive refresher training as needed
Activity M&E.7 Routine monitoring and data collection for feedback	Central M&E Team, Regional M&E Manager, and Cluster M&E Officers. M&E Associate cum Accountant	Monitoring data assessed and findings incorporated into Performance Reports and Work Plans as an important source of feedback and learning
Activity M&E.8 Spot checks and Data Quality Analysis (DQA)	Field based managers, coordinators and officers and M&E staff	Project data and backup documentation is complete, accurate, and otherwise evaluation and audit-ready
Activity M&E.9 Geo-enabled data maintained	GIS/DQA Expert/Regional M&E Officer, M&E Cluster Officers, District Field Staff	Data in GIS database is complete and updated on a quarterly basis, and as needed to respond to ad hoc requests from USAID/Nepal or KISAN managers
Activity M&E.10 Data entered into USAID's FTFMS and TraiNet databases	GIS/DQA Expert/Regional M&E Officer	Specifications for WIKISAN, disaggregated reports, tools for data cleaning (as required by USAID)
Activity M&E.11 Analysis of FY15 survey data	Central M&E Team, MS Access Database Consultant, M&E Consultant, and Local Survey Firm's database expert	FY15 data available for Annual Report and FTFMS
Activity M&E.12 Survey for FY 2016 results	Central M&E Team, MS Access Database Consultant, M&E Consultant, and Local Survey Firm (subcontractor)	FY15 data available for Annual Report and FTFMS

<b>Table 4. Activities Table</b>		
<b>Activities</b>	<b>Responsible party</b>	<b>Benchmarks</b>
Activity by Third Party: Mid-Term Performance Evaluation	Third Party M&E Firm, KISAN Staff	KISAN or Nepal FTF Portfolio Mid-Term Evaluation
<b>Operational, Administrative, and Financial Activities</b>		
Activity OP.1 Submit key deliverables to USAID/Nepal	Staff and partner time to develop the documents; Home Office Coordinator travel	Approved deliverables
Activity OP.2 Implement Branding and Marking Plan	Communication and administration staff, District Coordinators	Correct USAID project branding
Activity OP.3 Staff recruitment and training	Variety of KISAN staff	Staff hired
Activity OP.4 KISAN Review and Planning Workshops	KISAN Staff, international consultant	Review and planning workshop conducted; work plan produced
Activity OP.5 KISAN Procurement Plan	HR and Admin Team, Finance Team	Equipment procured
Activity OP.6 District Office Management	Regional Team, Cluster Team, District Coordinators, CEAPRED Program Director, WI Admin and Finance Team, CEAPRED Admin and Finance Team	District office management transfer completion